

#### MINNEAPOLIS SCENE

Minneapolis, reportedly the world's largest grain storage center, has 70 elevators and processing plants with storage capacity of 94,709,000 bushels. Among them are pictured:

Concrete and white steel tank structures, left to right: Archer - Daniels - Midland Company's Delmar No. 1, A-D-M Mill, Delmar No. 1 Annex, Delmar No. 2, Delmar No. 4, Delmar No. 3, and Midland Elevator and Mill. Black steel tanks and headhouse structures in rear, left to right: Van Dusen Harrington Company's St. Anthony No. 3, St. Anthony No. 2, St. Anthony No. 1.

Lower right: Brown Steel Tank Company . . . S.O.G.E.S. conventioners will make the most of their opportunity to inspect these and other Minneapolis elevators and processing plants during their 20th Anniversary Meeting, May 11-14.

# Grain

MAY 1949

THE MAGAZINE OF PLANT MANAGEMENT AND OPERATION





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# **SUPERS HEAD FOR SUPER S. O. G. E. S. MEETING IN MINNEAPOLIS, MAY, 11-14**

The pros and cons of paper grain doors, ideas on improving the unloading of cars of bulk grain and grain products, the headaches of corn handling, storing, drying, and processing of grain, and eight other round tables and symposiums will be highlights of the 20th anniversary convention of the Society of Grain Elevator Superintendents to be held at the Nicollet Hotel in Minneapolis, May 11-14, according to Clifford A. MacIver, Assistant General Superintendent of the Archer-Daniels-Midland Company, Minneapolis, President of the progressive Association.

The **Barley and Malting, Feed and Cereal, Wheat and Rye, and Soy Beans and Flax** are four of the other round tables to be held—each with its own separate chairman, vice-chairman and recorder—the last of whom keeps minutes of the entire discussion period for reporting back to the convention for the benefit of all.

Three concurrent round table sessions are on the Association's program at three consecutive periods—with the entire convention participating in the major symposiums of vital concern to everyone, explains Robert R. Bredt, Fruen

Milling Company, Minneapolis, General Convention Chairman of the S.O.G.E.S. program.

Other round table themes include such controversial topics as **Power and Transmission, Elevating and Conveying, Repairs and Maintenance**—and, of the course, the all-important subject of **Personnel Relations**.

With considerable emphasis placed on accident, injury, fire, and dust explosion prevention, this well attended conference will also cast a critical eye on new mechanical devices to eliminate the aforementioned hazards. Other mechanical problems on which the Association has been working for various lengths of time will also be brought up for review.

Always "postmen on holiday" the entire convention will do the customary bit of visiting through plants of kindred interest covering all phases of grain handling and grain processing, as does the membership of this wide-flung Association.

Charles J. Winters, Public Grain Elevator, New Orleans, is first Vice-President of the Association, and Ward E. Stanley, Standard Milling Company, Kansas City, Missouri, is second Vice-President.

## **INTERNATIONAL WHEAT AGREEMENT**

This document, signed by the negotiating nations, has been sent to the U. S. Senate for consideration as a treaty by the chief executive this week. Under this procedure a two-thirds favorable vote of the Senate will be necessary for the participation of the United States. The treaty has been referred to the Senate Foreign Relations Committee but there have been no requests from the public for hearings so far and committee officials declare that unless some interest is exhibited soon the committee may limit its consideration to executive sessions with government officials. However, in other quarters there are rumblings of discontent. It is reported that the Australian producers claim they face increased costs and that they may obtain better prices from importers in their normal export territory than the agreement provides.

Although these rumors of dissatisfaction are disturbing to wheat agreement advocates here, these government officials say that even if Australia should fail to ratify the pact the United States and Canada could carry out the terms to importing countries outside the normal Australian sphere of exporting activity. However, the absence of Australia, Russia and Argentina would create an ambiguous situation in which there was in effect three separate wheat trading areas. First, that included in the International Agreement with the United States and Canada, the exporters; second, an unofficial wheat pact between Australia and its normal importers in the sterling bloc and far eastern nations and third, the Russian-Argentine bloc which would be in a position to prey on the export trade of each of the other groups.

# **Grain**

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MAY 1949

## **THE MAGAZINE OF PLANT MANAGEMENT AND OPERATION**

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## **SOGES CHAPTER MEETING DATES**

1st TUESDAY — Minnesota SOGES Chapter. Henry J. Anderson, Bunge Corp., Minneapolis, President; James Auld, Hales & Hunter Co., St. Louis Park, Secretary.

2nd TUESDAY — Omaha Council Bluffs SOGES Chapter. John T. Goetzing, Rosenbaum Bros., Omaha, President; W. S. Pool, Nebraska-Iowa Elevator, Omaha, Secretary.

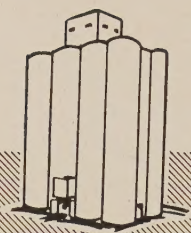
2nd FRIDAY—Central States SOGES Chapter. M. M. Darling, Acme-Evans Co., Indianapolis, President; N. R. Adkins, Ralston Purina Co., Lafayette, Secretary.

3rd TUESDAY—Kansas City SOGES Chapter. Orin Kinman, Cargill, Inc., Kansas City, President; Robert T. Congrove, Standard Milling Co., Kansas City, Secretary.

3rd TUESDAY — Chicago SOGES Chapter. Edward Anderson, Norris Grain Co., Chicago, President; Harry Hanson, Glidden Co., Chicago, Secretary.

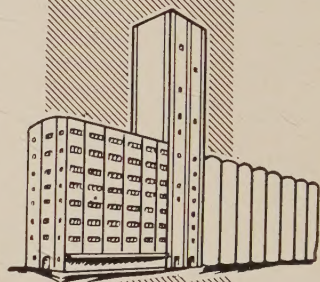
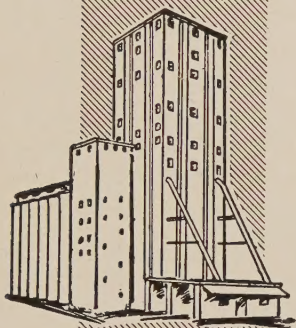
3rd THURSDAY — Buffalo SOGES Chapter. Cornelius Halsted, General Mills, Inc., Buffalo, President; James Burns, Pillsbury Mills, Inc., Buffalo, Secretary.





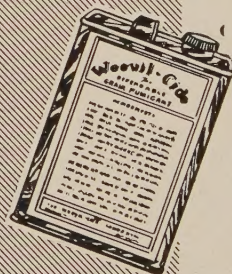
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# Port Authority Grain Terminal

## Lofter Interlocking System

THE Port authority grain elevator located in the Gowanus Bay section of Brooklyn was built by the State of New York in 1922 and transferred to the Port Authority on May 1, 1944, for rehabilitation, maintenance and operation. With a capacity of 1,800,000 bushels, this elevator has almost half of the grain storage capacity in the port of New York. In January, 1948 a new \$600,000 grain pier and shipping gallery—the latter with a rated delivery capacity of 20,000 bushels an hour, was opened for operation, making it possible to load grain directly into ocean-going vessels without the use of barges and floating elevators.

### Movement of Grain

Two independent conveyor systems are the principal means of accomplishing the various moves of the grain in the house—

1. Two tandem horizontal belt conveyors, parallel to the length of the house on ground and bin floor levels and
2. Five vertical belt-and-bucket lofters.

Motor drives are constant speed, 2400 volts.

Each of the five main house lofters is protected against slippage, with resultant fire hazard from friction at head pulleys, by a Cutler-Hammer governor (Figure No. 1), mechanically divorced from the motor and driven directly from the lofter. Any lessening in speed causes the governor contact to open, which in turn trips the circuit breaker feeding the lofter motor. Lofter motor stoppage has long been a source of trouble and delay in grain handling. A sudden stoppage for any uncontrollable reason causes spillage into the lofter pit causing a choke, the seriousness of which depends on the alertness of the operating personnel. With the grain moving at

the rate of 350 bushels a minute, the extent of such spill can be somewhat controlled but never eliminated. To minimize the problem, it is required to station personnel at the circuit breaker trip points during grain handling operation and, although preventative measures are strictly enforced, results are not satisfactory. When a choke occurs, operation of the lofter can only be resumed after cleaning of the pit by hand, which requires a great deal of work and involves considerable loss of time.

As soon as delivery can be ob-

tained, the present open-frame motors on the five main house lofters are to be replaced by totally enclosed, high torque motors, capable of starting under full load and equipped with thruster motor brakes for the elimination of back spill.

### Interlocking Electrical Circuit

Further, due to the ingenious efforts of the senior electrician at this elevator, Mr. Fred Goodwin, an interlocking electrical circuit has been devised and installed which avoids the need of maintaining watchers at circuit breaker trip points and at the same time reduces

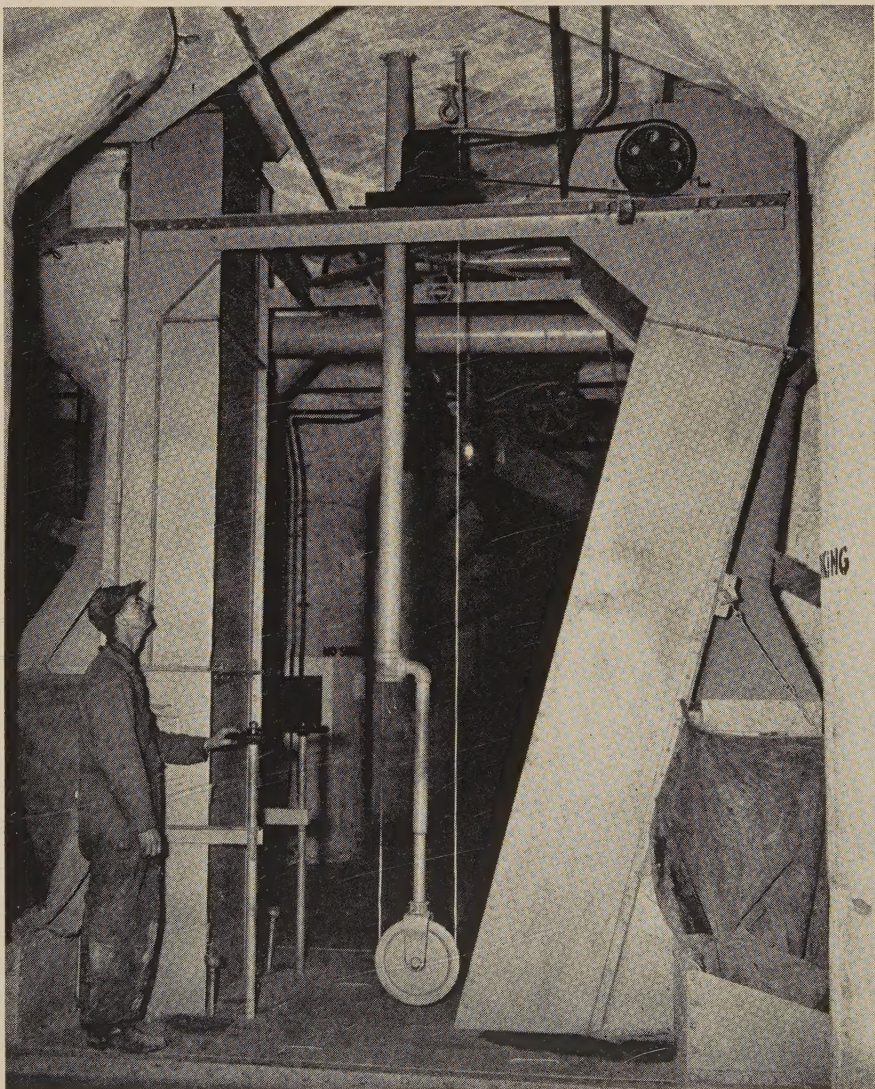


Figure 1



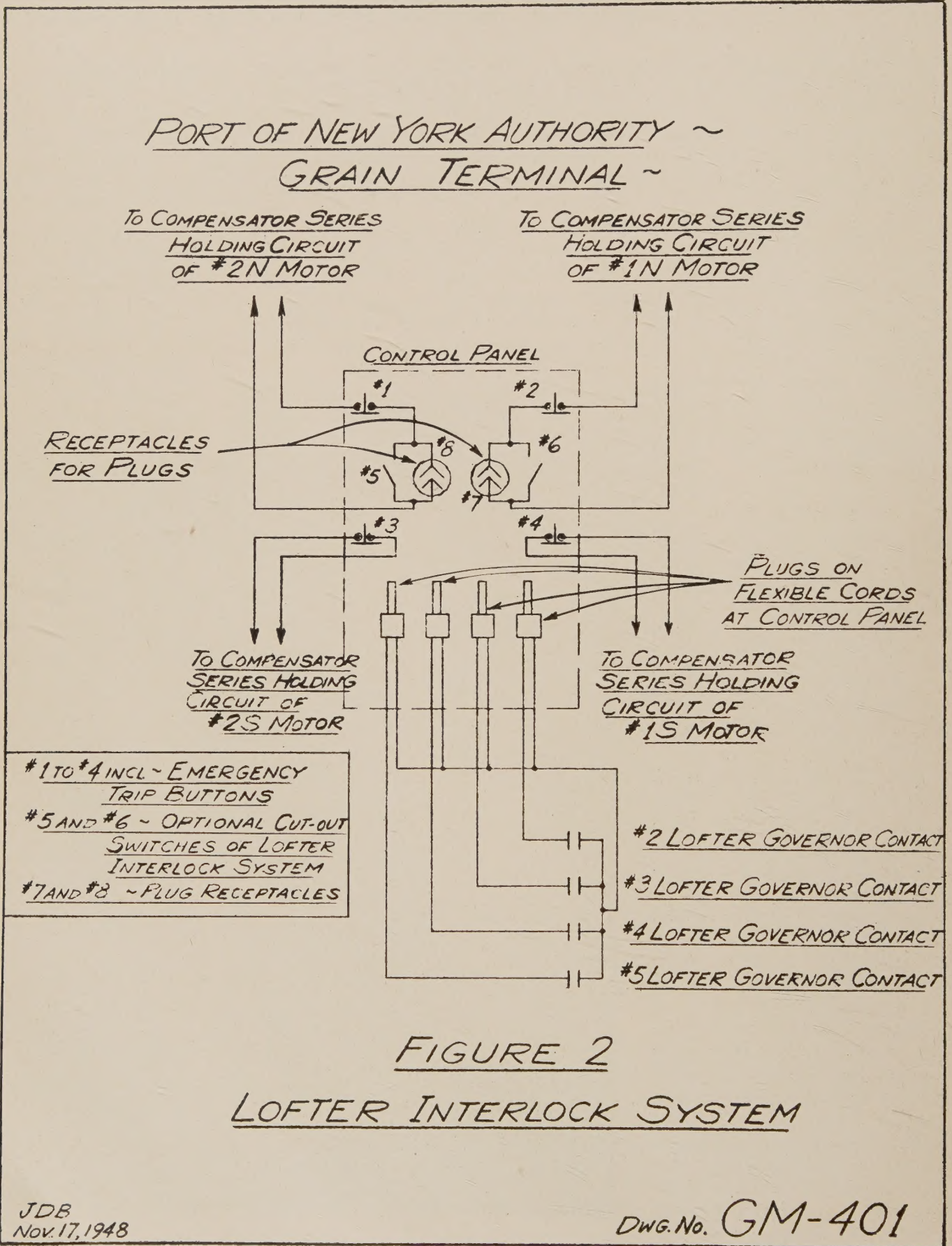
the possibility of back spills and lofter chokes. This interlocking system consists of a plug and receptacle board whereby a contact on

the governor is introduced into the series holding circuit of the compensation locking device of the conveyor motor.

# Operation

(Refer to Diagram GM-401)

Ground floor conveyors operate in tandem. Motor #2N drives belt





which transfers grain onto belt driven by Motor #2S and, likewise, Motor #1N drives belt which transfers grain onto belt driven by Motor #1S. By opening the compensator series holding circuit of Motor #2N the supply of power to both Motors #2N and #2S is opened. This same arrangement exists for Motors #1N and #1S.

#### Operated from Control Panel

At the control panel (Figure #2) are the ground floor conveyor holding coil wires and also the lofter governor floating contact circuits. Assuming a condition where conveyor motors #2N and #2S are going to move grain to #3 lofter, the governor plug of #3 lofter would be inserted in plug receptacle #6. When the lofter is at its proper speed, the governor contact will close, establishing a closed compensator holding circuit (desired for

normal operation) for the #2N and #2S conveyor motors. These two motors can then be started and grain moved.

#### Cutout Switches

Should #3 lofter slow up for any reason, the governor contact opens, the series holding circuit opens and the power feed to motors #2N and #2S opens, thereby avoiding possible lofter choke conditions. Optional cutout switches (#5 and #8) are provided if for any reason it is required to run conveyor belts without lofters. Emergency trip buttons (Nos. 1, 2, 3, and 4) are also brought to the control panel for centralized, selective and rapid opening of circuit breakers in emergencies.

Since the installation of this control panel, serious chokes at lofter pits have been eliminated with resultant saving in shutdowns and labor.

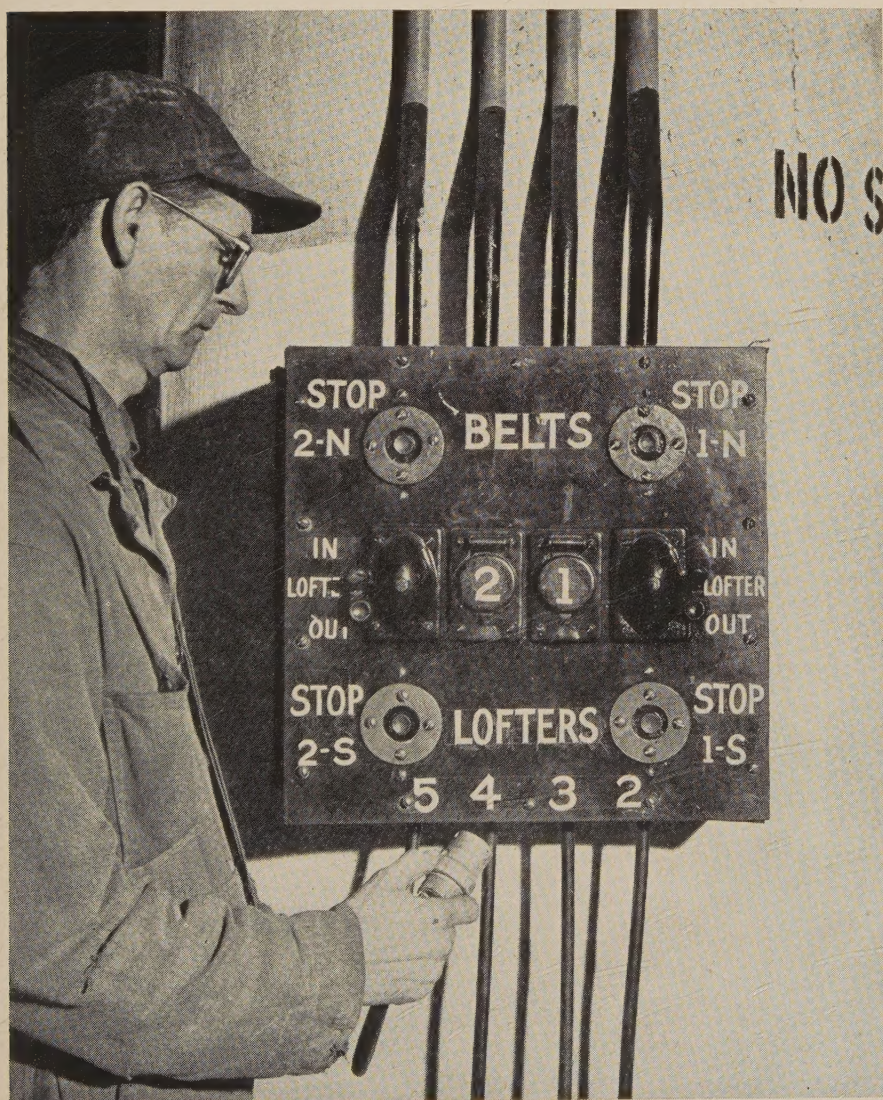
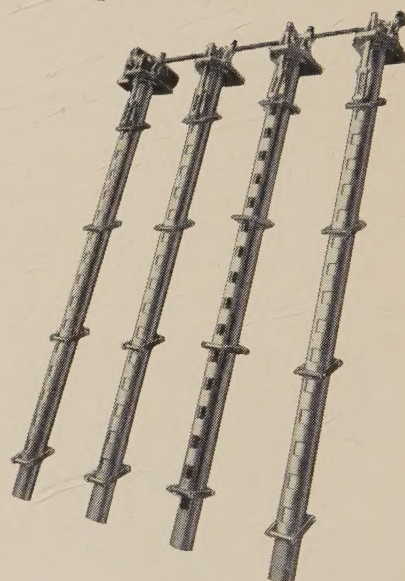


Figure 2

## CASH IN NOW on the ACCURACY of a SEEDBURO

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# N.F.P.A. To Act On Adoption of Proposed Revision of Section 5

## Proposed Revision of Section 5, Grain Driers in the N.F.P.A. Code for the Prevention of Dust Explosions in Terminal Grain Elevators.

The Committee presents for final adoption, at the 53rd Annual Meeting of the National Fire Protection Assn., May 16-19 at San Francisco, a proposed revision of Section 5, Grain Driers, of the Code, Vo. II, Prevention of Dust Explosions in Terminal Grain Elevators. (National Fire Codes for the Prevention of Dust Explosions, 1946 Edition, page 130, NBFU Pamphlet #61.

The revision was prepared by the following subcom-

mittee of the Committee on Dust Explosion Hazards, Hylton R. Brown, chairman; G. F. Butt, chairman; Dean M. Clark, Charles Harbin, Paul Mann, J. A. Mull, K. H. Parker, and R. J. Paul. Acknowledgement for valuable contributory assistance is given L. C. Irwin, chairman of the Dust Explosion and Fire Hazards Committee of the Society of Grain Elevator Superintendents; Robert B. Pow, and members of the Chicago and Minneapolis Chapters' Dust Explosion Committees.

501. **Location.** Driers should be installed in buildings or enclosures of fire-resistive construction cut off from elevator buildings, tanks or other structures by approved fire walls without openings, other than openings for spouts or conveyors, or separated from such buildings or structures by clear space as provided below.

(a) By 5 feet of clear space where exposed structures have masonry walls or are of fire-resistive construction, with openings, provided such openings are protected by approved fire doors.

(b) By 15 feet of clear space where exposed structures are of frame, frame ironclad or other types of combustible construction.

502. **Separation.** Drier units shall be separated from each other by dust tight partitions.

503. **Floors.** Any floors or runways necessary in drier structures shall be of concrete with smooth finish.

504. **Louvres.** Louvres or other permanent openings where air enters or is exhausted from buildings should be protected by substantial corrosion resistive wire screens with mesh not in excess of three-quarter inch, to exclude birds, paper, shucks, etc.

505. **Handling Equipment.** All spouts, conveyors, or legs by which grain is delivered to or discharged from the Drier, shall be of incombustible construction. If grain is spouted directly from elevator to drier garner, or from drier to other buildings, such direct spout connections shall be equipped with approved fire dampers.

506. **Removal of Refuse from Grain.** All grain should preferably pass over an aspirating scalper shoe or through a coarse screen immediately ahead of the drier, to remove foreign matter, dust, beeswings, etc.

507. **Dust Collection.** Floor sweeps shall be provided on each floor in drier structures for removal of dust created by the drying operation.

508. **Drying Columns.** The columns or racks in both the drying and cooling sections shall be made entirely of incombustible material and shall be so designed as to prevent clogging with foreign matter or lumps of wet grain.

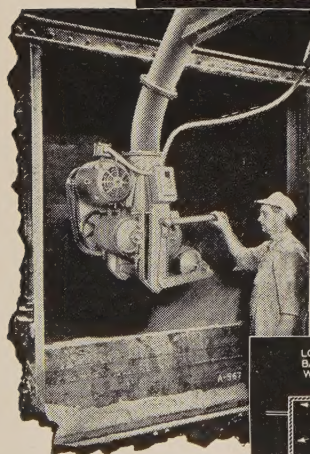
509. **Steam Heated Driers.**

(a) Boilers shall be installed in separate buildings or sections of fire resistive or incombustible construction, with no communicating openings to drier or elevator structures.

(b) Steam coils shall be so designed and arranged as to provide the minimum area for lodgement of dust and shall be readily accessible for cleaning.

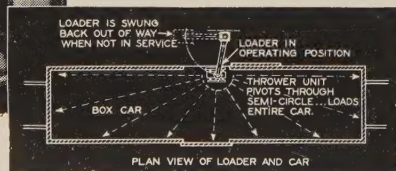
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Write for Bulletin No. 1044.



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#### 510. Direct Heat Driers.

- (a) Furnace shall be located in a separate room or division cut off from the drier by fire resistive walls, partitions or floors with no communicating openings except the ducts leading to the drying section.
- (b) Hot air ducts between the furnace and drying section shall be made entirely of incombustible material and shall be substantially supported.
- (c) Thermometers, readily visible to the operator, shall be located in the drying section to indicate the temperature of the heated air.
- (d) Drier shall be equipped with an approved thermostatic control to regulate the temperature of the heated air in drying section. Thermostats shall be designed and set to hold the air temperature below a safe predetermined limit, preferably not to exceed 250°F.
- (e) An automatic secondary or emergency control system of approved type shall also be provided to perform the following functions:
  - 1—Shut off the burner and fans in the event of excessive temperature in hot air duct or manifold discharge to drying section.
  - 2—Cut off fuel supply in case of power or flame failure.
  - 3—Shut down the feeder mechanism of drier to prevent further movement of grain from drier to any other building and cut off the fuel supply to burner in the event of excessive temperature in the exhaust from drying section.
- (f) The desirability of some effective means, such as a screen between the furnace and drying section, to exclude sparks or carbon is recognized, provided the screen is so located as to be readily accessible for cleaning, as clogging of the screen or reduction of the air flow will interfere with the safe operation of the drier.
- (g) Careful consideration shall be given to the grade of fuel oil used.

#### 511. Fuel.

- (a) When oil is used for fuel, burner and fuel storage tanks shall be of approved type and equipped with approved control equipment.
- (b) When gas is used for fuel, supply piping shall be properly installed with gas-tight joints and fittings and burner shall be of approved type

equipped with approved control equipment. Where liquefied petroleum gas is used for fuel, storage tanks, vaporizing equipment and all other parts of the system shall be of approved type installed in accordance with the Standard for L.P.G. Systems. In addition to control valves at burner, shut-off valve shall be provided at an accessible place detached from drier to permit shut off of gas supply in case of emergency.

- (c) If coal or coke is used as fuel, due consideration shall be given to proper storage of these fuels and the disposal of their ashes.

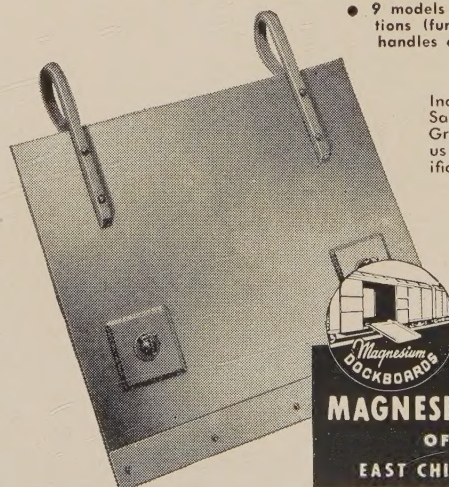
#### 512. Maintenance of Driers.

- (a) Driers may remain idle for long periods. It is therefore important that before placing a direct-heat grain drier in operation all parts of the drier be examined, oiled and cleaned where necessary, and control equipment tested under normal and abnormal temperature conditions to make certain that it will function as intended for the safety of the equipment and elevator.
- (b) Driers that are in use should be examined and cleaned regularly. Proper attention shall be given to maintenance of equipment in good operating condition and dust and refuse shall be removed from drier wherever it may tend collect.

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## **EARTHQUAKE SPARES ELEVATORS IN NORTHWEST**

Grain elevators, flour mills, and feed mills of the Pacific Northwest as a whole escaped with a minimum of damage in the area shaken by the earthquake of April 13. Continental Grain Co., Longview, Wash., shut down for a short period for scale repairs. Also suffering scale damage was the Tacoma port grain elevator of Archer-Daniels-Midland Co., while only a little damage was sustained by the Kerr Gifford & Co. elevator at Seattle.

Fisher Flouring Mills Co., Albers Milling Co., and Centennial Flouring Mills Co., all in Seattle, were mills who experienced damage and suspended operations.

## **FEED GRAIN SUPPLY TO BE SMALLER**

The USDA reports that 1949-1950 feed grain supplies will be somewhat smaller than the record large supply of 1948-1949 if yields are about average and acreage planting remains as indicated on March 1. Figures show that there would be approximately a 10% drop this year.

## **CARGILL STORY**

Cargill, Inc., is the subject of a story which appeared in the April 16 issue of Business Week telling of the development of the company in its many diversified lines of manufacturing and distribution.

## **CCC OWNS MOST OF WHEAT CARRYOVER**

According to the report of the Bureau of Agricultural Economics of the Department of Agriculture in its monthly price and demand review, indications are that the July 1 wheat carryover of 300,000,000 bushels may be mostly owned by the Commodity Credit Corporation. It also hinted that it may be necessary for CCC to sell some of its wheat in the domestic market.

## **TRANSIT STORAGE CORP. OPENS NEW FACILITIES**

The Transit Storage Co. through the recent acquisition of a modern building located on the main line of the B. & O. Railroad's trackage has greatly increased the transit storage space available in the port of Baltimore.

The building, now in operation, is a concrete block structure that provides approximately 160,000 sq. ft. of covered space for the storage, and its location should be of great advantage to firms who wish to store their products in a central location awaiting distribution domestically.

Transit storage tariffs have been established with the B. & O. covering export, import, intercoastal and coast-wise freight as well as domestic traffic to and from Baltimore.

## **LAKEHEAD NAVIGATION OPENS**

The 1949 navigation season on the Great Lakes opened recently with roughly 51,000,000 bushels of all grains in store at the Canadian Lakehead ports of Fort William and Port Arthur. Wheat comprised 39,500,000 bushels of the total stored and represented about one-third of Canada's visible supply on March 1 of 130,700,000 bushels.

## **GRAIN CARLOADINGS**

Loadings of grain and grain products in the week ended April 9 totaled 42,141 cars. This is an increase of 2,132 over the previous week and 4,960 more than a year ago according to Association of American Railroad reports.

## **BLOCKER JOINS HALES & HUNTER**

Henry Blocker, formerly superintendent of Santa Fe Elevator Corporation's Kensington elevator, is now superintendent of the 1,250,000 bushel capacity elevator of Hales & Hunter Company, Riverdale, Ill. Blocker, a member of the Chicago S.O.G.E.S. Chapter, assumed his new duties on April 1.



## STALEY PLANS NEW EXTRACTION PLANT

Plans to replace A. E. Staley Manufacturing Company's pioneer soybean oil expeller plant with a new and modern solvent extraction plant at a cost of "several million dollars" have been announced here by E. K. Scheiter, executive vice president of the corn and soybean processing company.

The new extraction plant will be erected on a site adjacent to the company's present extraction plant, which was completed in 1945.

The new plant will not increase the total soybean processing capacity, merely replacing an old process with a newer and more efficient one. Higher oil price levels and acute competition have made the large expeller plant uneconomic and the company was faced with the problem of either increasing present extraction capacity or decreasing the volume of soybeans processed, Mr. Scheiter said.

The expeller process has been used for many years in the vegetable oil industry. Ground beans are run through huge expeller presses and the oil is literally squeezed out. The meal from the presses is sold as feed for livestock and poultry. The extraction process yields more oil and less meal per bushel. The process, a comparatively new one in the industry, is achieved by "washing" the oil out of flaked soybeans with hexane.

"Quite frankly, we would rather defer any additional capital expenditures at this time," Mr. Scheiter said. "We feel, however, that to protect the company's long range position in the industry and to maintain the highest possible employment levels, we should proceed to bring the remainder of our soybean processing facilities up to date. The technological developments in both the corn refining and soybean processing industries during the past 10 or 15 years have been tremendous.

"The difference between old and new methods may well be the difference between full or partial employment, and profit or loss. We are making this move now to keep the Staley Company in a favorable

competitive situation."

The company's engineers have not yet determined how the new equipment will be installed or the amount of building construction involved. Many of the steam, power, water and railroad facilities serving the existing extraction plant will be available for the new project. It is expected the plant will be completed by July, 1950. New building in connection with the project will be kept at a minimum because of present high construction costs.

The Staley Company pioneered

the processing of soybeans by the expeller method. With the exception of a few war plants, practically all the new plants erected during the last decade have been extraction processing units. The first of the new extraction plants had difficulty producing a meal that was as acceptable as the expeller meal, but extensive and expensive research brought production of extraction-type meal that was equal—and for some uses superior in nutritional value and appearance—to expeller meal.

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**DAY** Dust Control slashes sweeping time to a minimum, attracts better employees. By making your elevator a better place to work you cut absenteeism and improve your industrial relations. Men are healthier and work more efficiently when they breathe clean air.

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# L-E-A-D-E-R-S-H-I-P

My hobby, my real hobby, is to collect leaders. No foolin'. I really believe, folks, I have the finest collection of leaders in this country. I don't mean measured by bank balance. I mean real leaders of men and women in every field of profession, craft and trade. And because my original work was research I have taken each of these specimens of mine and put them on the stage of my microscope to try to see, if I could, how they are geared together; how the mechanism works inside; to find out the characteristics they have that folks not eligible to my collection do not have, and in so doing I believe I made one of the most important discoveries of my rather rugged life. I found this: Not one of my leaders became a leader as a result of a carefully laid out program of self-promotion. Not one when he started out dreamed that he had within him the basic leadership qualities he later proved to develop. In trying to get that through my thick skull I made by far the most important discovery: That one can't be a leader unless he is followed. It takes followers to make a leader. And the follower will not follow

RALPH L. LEE  
General Motors Corporation  
Dept. of Public Relations  
Detroit, Mich.

any person just because that man or woman **chooses** to rise head and shoulders above his associates. He has got to see in this candidate for leadership a means of helping him grind his own axe; a means of helping him get by.

## Needs Understanding

I think you will agree, and I feel sure you will, that there never has been a time in the history of this country when we need an understanding of leadership as we do now. That being the case, the whole future of our country; the preservation of all the things we hold dear, hinges upon the understanding of this world and its leaders. If that is the case, then where shall we go to get the boiled down essence or specifications of a leader? We won't go to the leader. I know where we shall go. We shall go to the follower and ask him "What do you seek in an individual you are willing to follow? What are the characteristics you demand in a leader? What are the personal traits

you want?" Gentlemen, I have done that. And I would like to tell you here what they told me and through me are telling you.

He wants to follow a leader who is not afraid. Not afraid of his position. Not afraid of his own boss. Not afraid of a tough job. Not afraid of the boys who work with him. Not afraid of honest mistakes, either theirs or his. Not afraid.

He wants to follow a leader who believes his work is important, and all who are in it with him. God help the poor slave forced by economic necessity to trail behind a leader who does not believe in the work he is doing.

He wants to follow a leader who will share with him the spark of enthusiasm for the job at hand. And he has a right to that since he must work. He wants to follow a leader who gets a kick and bang out of seeing his followers do what he never dreamed of doing.

He wants to follow a leader who will fight for him till hell freezes over. I am afraid, good friends, that there has not been enough of that in the past. I am afraid some have had to go out and hire mercenary fighters to do their fighting for them. He has a right to expect his Leader to fight for him when he knows he is in the right. We are paying for that lack of fighting.

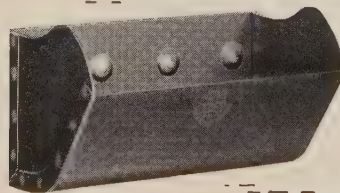
He wants to follow a leader who will tell him what is what. One who may say: "Do you know I got you in this outfit?" "Look here, boy, I have been to the front for you three times, and, look, there is no straw breaking my camel's back." Let's not kid ourselves. He really wants straight talk from a leader.

## Human Attention

He wants to follow a leader who recognizes him as a separate and distinct human being, struck in the same die by the same great Coiner. A leader who recognizes him as a fellow human being in the presence of anyone; regardless of the side of the track on which he was born; regardless of his schooling or lack

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belt. The bottom contour of bucket conforms to the top. Grain is picked up smoothly . . . no steam shovel attack. Discharge is perfect . . . no backlegging. Modernize your legs with NU-HY'S!

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ENGINEERS MANUFACTURERS  
TRADE MARK REG. PRODUCTS U.S. PAT. OFFICE



of it; one who recognizes him as a fellow citizen, a fellow human being. I am afraid sometimes in this grand America of ours we have paid too little attention to that.

He wants to follow a leader who knows most of the answers, but will admit it if he does not. Incidentally, my mother-in-law knows all the answers. You know, she had never been within 2,000 feet of an airplane in her life. Recently I flew her from Pittsburgh to Detroit in my ship and she told me every mile of the way how to fly the damn thing!

He wants to follow a leader who knows most of the answers but once in a while will say: "Look son, I don't know. But you and I are going to find out." They are right in expecting that. You know it. And I know it.

Here is a honey. You'll love this. He wants to follow a leader who is predictable. Not one of these bosses you go in to see and the secretary says: "For God's sake, don't go near him. He's in a hell of a mood this morning!" You have to spend so much time psychoanalyzing that type that by the time you get to him you've forgotten what you came in for. That's one I know you will agree we have all suffered.

He wants to follow a leader, so he says, whom he can't put anything over on, but one who is human when he has made a fool of himself and will look the other way once in a while. In fact, he wants to follow a leader who he knows understands him, to whom he is not afraid to go when he has been a fool, when he's ashamed, when he's about washed up, or when he's proud and happy.

#### Honest Leadership

He wants to follow a leader who's as square as a die. One who can't be bribed by anybody with anything under any circumstance. And who, being square himself, can smell the slightest tincture of crookedness, no matter how little it may be.

You know, folks, what I am concluding? I am getting along in years

and I have given this a great deal of thought. I am coming to the conclusion that followers aren't so dumb. They can see right through us. You can't put anything over on them for long. Maybe they can't express themselves as well as we. Maybe they're not as well educated. But they've got eyes. And they've got old-fashioned gumption. And they can see through subterfuges as easily as they can see through glass. There's one that is very important to all of us. Whenever I catch myself thinking below the level of average intelligence I just go out and kick myself in the seat of the pants.

He wants to follow a leader who can show him how without showing off or showing him up. Did you ever have a boss who showed you how to do something with the attitude of: "With all the responsibilities I have. If you had any brains at all you would know how to do this." Contrast him with one who says: "Look, son, you're doing all right. I wish to God you could have seen me when I was trying to do that the first time. Don't worry. Just find the pieces and fit them together like this and I think they will be in proper synchronization." There's a man for you.

He wants to follow a leader who will give him a chance to try some-

thing hard he has never done before. You talk about research. None of us are such splendid psychoanalysts that we can size up every individual in our organization. The greatest asset to any business is the knowledge that the job is being done.

He wants to follow a leader he can get to when he needs him and get away from when he is through. There are bosses you never can get to but once you do crash the gate you find he's trying to do the whole damn thing himself. He wants to follow a leader he can get to when he needs him and get away from pronto. That's a honey, I think.

#### Listening Helps

He wants to follow a leader who will listen to him. I once heard it said: "Listening means considerably more than keeping your mouth shut." I say this to you: I don't care what the rank of an individual may be; I don't care how many thousands of dollars his time may be worth; no person can sit at a desk signing papers or checks and truthfully say: "Go ahead, I am listening." He is telling a lie. The mind is incapable of concentrating except upon one thought at a time. It can shift from one to another but it can't straddle.

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He wants to follow a leader whom he sincerely believes wants him to succeed. One who will be proud of him when he does. He wants to follow a leader who seems to be trying to work himself out of his own job and his boys into it. As a young man I worked for eight years with the National Cash Register Company. I have been with General Motors thirty-four. Having worked all my life, and being possessed of an insatiable curiosity regarding these matters I can say that in all those years I have never yet seen a real significant promotion to great responsibility that did not go to the leader who had his boys and girls coached and ready to take their places. I am proud to say that every assistant I ever had succeeded me on my job. The greatest satisfaction I have is to look back and see these boys and girls making good.

He wants to follow a leader who knows first hand all that is going on and yet has a reputation for turning a deaf ear to gossip.

Any one of you who wants to

increase the caliber of your leadership is free to use this. But you have to have a desk. Go down to the furniture store and buy a piece of carpet. Cut that to fit the seat of your chair. Then drop in a hardware store and get a nickel's worth of small sharp tacks. Push them up through the carpet and put it in your desk chair with the points up. That's a mighty fine way to find out what's going on out where the work is done.

He wants to follow a leader who, if he cannot be loyal to his trade, his organization, his own gang, quits rather than work for and ridicule the whole setup at the same time. I think you know as well as I that a great deal of that goes on.

He wants to follow a leader who has authority to promote, demote or let him go as he knows he deserves. We have made some pretty silly mistakes, poring over that old overhead and trying to cut it down while our boys and girls were having to take instructions from people other than those duly authorized. False economy.

### Leadership Traits

Now, if I may, I would like to touch briefly upon some of the traits that are common among outstanding leaders I have known personally. First, all of the leaders in my collection are so completely wrapped up in what they are doing and have so damned many problems to solve they can't spare the time to worry about the jobs they might get or about other people who seem to be getting ahead faster than they.

Second, and if God only permits me to have you take one thing from this meeting today it would be this: All of my leaders have found in their work not only a means of earning a living but a reason for living. Sometimes I think that the basic difference between little puny people and big fine people is just that.

You've attended symphonies. You've noticed the long-haired character who stands in front of the orchestra, arms outstretched, waving a baton, shushing first one player or section, then another, drawing forth with pantomime mighty crescendos or blissful pian-

# Douglas



## YOUR FUMIGATION PROBLEMS



What is your grain fumigant problem? As far back as 1916, grain handlers and elevator operators were bringing their individual fumigant problems to Douglas Chemical & Supply Company. Through the years, Douglas technicians have given personal attention to thousands of separate and different cases. Frequently, in finding the correct solution, new or improved methods are discovered. You benefit from this source of improvement when you order Douglas fumigants and insecticide sprays.

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### Douglas Chemical and Supply Company

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issimo effects. And do you know, as many of those things as I have attended, I've never yet heard one damn peep come out of that stick he waves around. Why? What is he waving it for? He's in the music business, isn't he? I'll tell you why. He is waving it so that the contribution of each individual member of his music production department blends properly with that of his fellow members and accrues to the sum total of the combined effort. He has the score. He is the only one who has it. He knows where he is going. So that in the final analysis, two and two is no longer four. It becomes six, seven, eight, nine. When he takes up the baton he lays his fiddle down. And never plays solo again without the realization that all of his dreams for himself, his family, his career, can be realized only through them, the members of his organization.

#### Figure Tolerance

I believe there was never a hu-

man being who alone could completely measure up. And you know, when you stop to think of it, whatever its reputation for precision, no concern has ever made a perfect piece. No train ever came in exactly on time. There is no such thing as two inches on a blue print. You put down two. That is what you infer. If you want to get it right down to the split hair you might put a two down, then say .0005 but there is still tolerance. No matter how many zeroes you throw in there is always tolerance and it is no less true of the imperfections of human beings. But, by golly, you do have to have standards to make gauges from to get the tolerance. We all have handbooks with standards. And I think every man and woman in this room has come into whatever positions of leadership we hold partly through the use of them. None of us got where we are by pulling rabbits out of a hat.

(Abstract of address before Trans-Missouri Kansas Shipper Board.)

#### ELEVATORS REFUSED STORAGE RATE RAISE

Despite the fact that country and terminal elevator operators presented cost studies to show that since last year their costs had increased approximately 11%, Production and Marketing Administration officials turned down the elevator request for rate increases. PMA grain branch officials refused to consider the mounting costs and insisted that the grain trade would have to absorb increases through more efficient utilization of labor and other methods. The only concession to the trade, a left-handed concession it seems, is that the trade will earn in most cases the same rates as last year if the government grain is held in storage a longer period of time. With another year of government grain export monopoly in view that probability seems slim.

Isn't it odd how often a "narrow" mind seems to go with a "wide" mouth?

## FROM THE ATLANTIC TO THE PACIFIC --- CANADA TO MEXICO

ELEVATOR and Grain Mill Men have ordered and re-ordered the BENSON—the original ALL-METAL grain shovel—because its efficiency and economy have been proved in actual use. Whether you require one or a

number of grain shovels, the BENSON will save you time and money—without any danger to laborers or lost time through breakage.

### A BETTER AND EASIER WAY

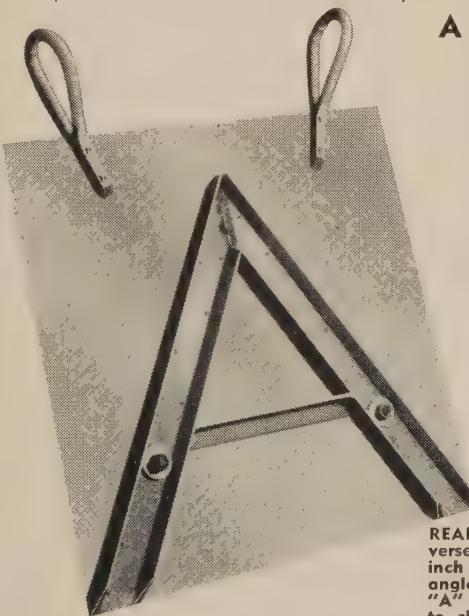
The BENSON Power Shovel was designed by and for practical grain men who knew that there must be some better way of unloading grain cars. Because it is made of light-weight aircraft metal (weighs only about 19 lbs.), and is scientifically braced to withstand strain, it makes operation easier and faster, facilitates "car clean up," and has PROVED in actual use to be most economical—by reducing your shovel repair and maintenance costs.

#### NEW PRICES

Standard—30" x 30" \$30.00  
Medium—30" x 32" 33.00  
Large—30" x 34" 36.00  
All Prices F.O.B. Fort Worth  
SHOVEL HANDLES — made of aluminum alloy — \$3.00 per pair.

REAR VIEW shows reverse side bracing of 3-inch channel and 1½" angle welded into an "A" frame and riveted to shovel plate.

FRONT VIEW shows perfectly smooth metal construction of the front surface, with cast steel hooks for attaching cables.



Order from Your Local Supplier or Jobber  
**BENSON POWER SHOVEL CO.**  
501 Sinclair Building Fort Worth, Texas



## WHY HAVE ACCIDENTS!

**UNSAFE CONDITIONS** do not cause all the accidents everyday in industry, in our homes, on our streets and highways, and on our farms. **UNSAFE PRACTICES**, the "teammates" of **UNSAFE CONDITIONS**, do their share in contributing more than half the accident toll. Human factors like those below make up the latter group, and perhaps these are the most difficult to eliminate.

**PREOCCUPATION:** This has to do with the mind's wandering — day-dreaming. If we keep our minds on what we are doing, accidents will be prevented.

**WORRY:** This is an arch enemy to all safety and health efforts. It doubles one's work, steals needed sleep, definitely helps to ruin appetite, and aggravate temper. Worry never has solved any problem and never will.

**ANGER:** This "renegade" upsets the chemistry of our bodies and makes us sick. Quick tempers create more difficulties and enemies than any other cause. Pent-up anger usually "pops off" at the wrong time.

**HASTE:** Taking chances causes accidents.

"Safety is thought and care in action — a condition under which men live longer and suffer less."

We should pay great attention to what can be in the future because we plan to spend the rest of our lives in it. Why have accidents!

(Wisconsin Council of Safety)



## RIDING ON A MERRY-GO-ROUND DOESN'T GET YOU ANY PLACE

You can keep grain off the "Merry-Go-Round" by equipping your elevator legs with the

## CALUMET Super Capacity Elevator CUP

**That's a fact!** For the cup with the Logarithmic Curve is scientifically designed to scoop up super capacity loads in elevator boot **and** to discharge them **completely** at elevator head. Yes, the Calumet unloads its **entire** load at the **proper point**. Absolutely no backlegging.

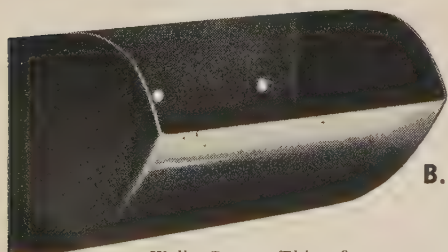
Immediate Delivery on Most Sizes

### ASK YOUR JOBBER

Step up operation with the cup that does not give grain a "Merry-Go-Round" ride.

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Weller Pat. No. 1944932      Thirty-five years of Service to the Grain Industry.



## BOOK REVIEWS

Published in March, "FORMULA FOR SUPERVISION", outlines the application of supervisory control to secure safe, efficient work performance. Written by H. W. Heinrich, and published by the National Foremen's Institute, Deep River, Conn., "FORMULA FOR SUPERVISION" supplies answers to the problems confronting supervisors each hour of working operations. The book is devoted to aiding supervisors who face these many problems of personnel errors and faults in a well-written and simplified text. Any person responsible for directing and controlling the performance of others will find "FORMULA FOR SUPERVISION" of immeasurable service to both management and labor in more quickly attaining their common objectives. The book is so arranged as to be suitable for direct reading with or without classroom program. Its chapter deal basically with: *the identification of the problem specifically; the reason for its existence; the practical and effective remedy; and the application of the remedy.*

Also published by the National Foremen's Institute in April is "114 CHECK POINTS on how to prevent GRIEVANCES" by Bleik von Bleicken and Carl Heyel. With labor relations still one of management's touchiest and costliest problems, this book provides 114 check points which have been carefully weighed and phrased for best results in analysis of operations of the plant as related to the human factor. Every supervisor can secure many of his problem answers from the text — that grievances just don't happen — they are the outward manifestations of something wrong underneath. The "114 Check Points" will help in recognizing grievances as symptoms of costly dislocations somewhere along the line and provide the guide to their answers.

## RECENT VISITORS

Charles J. Winters, Supt. Public Grain Elevator, New Orleans, La.

W. F. Weatherley, Supt. Galveston Wharves Elevator, Galveston, Texas.

Oscar W. Olsen, Supt. Globe Elevator, F. H. Peavey & Co., Minneapolis, Minn.

Woodrow Walton, Director CCC, Kansas City, Mo.

M. M. Darling, Elevator Supt., The Glidden Co., Indianapolis, Ind.

Rolla Ladd, The Drackett Co., Cincinnati, Ohio.

Andrew Rankine, Canada Malting Co., Ltd., Montreal, Que.

Ira S. Willis, Superior Separator Co., Hopkins, Minn.

Hill Shepardson, The Hart-Carter Co., Minneapolis, Minn.

Charles Ingram, The Hart-Carter Co., Minneapolis, Minn.

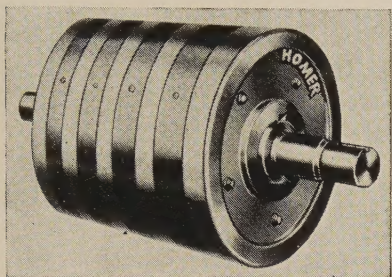
Grover Meyer, Kansas City Power & Light Co., Kansas City, Mo.

J. Frenkel, Cereal & Soybean Miller, Capetown, South Africa.



## POWER-PLUS PULLEY

To compliment the line of Homer Permanent Magnetic Separators, The Homer Manufacturing Co., Inc., of Lima, Ohio, announce the latest addition to this line—the Homer POWER-PLUS “non-electric” Permanent Magnetic Pulley.



The entire line of POWER-PLUS Permanent Magnetic Pulleys is guaranteed to equal or exceed the strength and performance of an electro magnetic pulley of the same size and capacity. The pulleys are designed to be used as either head end pulleys or as idler pulleys in belt conveyor systems and are furnished in 57 standard sizes . . . in diameters of 12", 15", 18", 20", 24" and 30" . . . with belt widths ranging from 4" to 60". For additional data on Homer POWER-PLUS Magnetic Pulleys write The Homer Manufacturing Co., Inc., Dept. 106, Lima, Ohio.

## NEW CAR UNLOADER DESIGNED, NELSON REPORTS

A box car grain unloader has been patented, comprised of novel and useful improvements. Specifically, an improved scoop and drag line mechanism which may be readily inserted and manipulated within the interior of a grain car for scraping out and removing the contents thereof.

The apparatus includes a telescoping boom and main column which may be extended to various lengths to reach into any part of the car being unloaded. The boom positions the scoop only, and thrust on the boom is unimpaired while drag line and scoop are in operation.

The device may be compactly positioned for storage necessary for railroads, and in a few minutes may be again conveniently manipu-

lated to easily reach the entire interior of a box car for quickly dragging out the grain by means of the winch actuation of the scoop.

Two hydraulic or air operated cylinders on each side of telescoping main column, are also used to loosen grain doors emptying a grain car, and a lot of hard tedious work is eliminated. A novel safety factor has been incorporated into the grain scoop to prevent breakage when any obstructions are encountered on the floor of a car.

This machine is adaptable to all kinds of grain, including bulk meal.

Three horse power ratio motor, with a small reversing motor on telescoping boom is all the power needed.

Norman E. Nelson  
Archer-Daniels-Midland Co.  
Decatur, Ill.

## AUTOMATIC BULK GRAIN SCALES

The Richardson Scale Company of Clifton, New Jersey, manufac-

turers of automatic scales for handling materials by weight, has issued two new illustrated bulletins fully describing their automatic bulk grain scales.

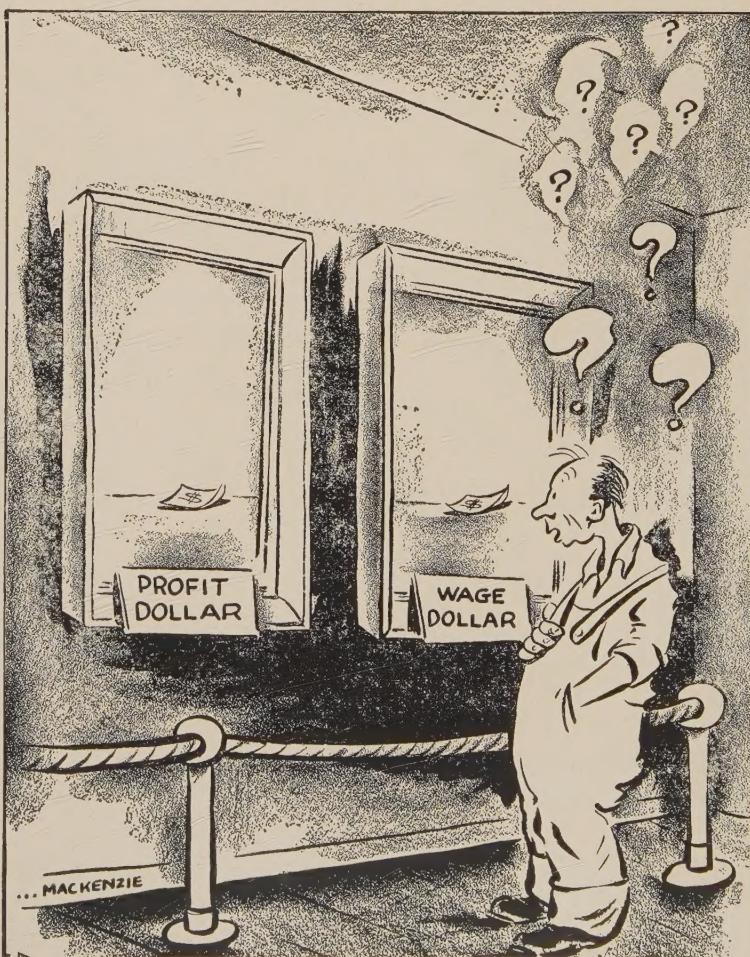
Bulletin Number 0249 gives complete information on the Richardson Model “JJ” 6, 8 and 10 bushel scales. Bulletin Number 1148 describes the Richardson Model “MM” 15 bushel and Model “MMM”, 25 bushel scales.

Bulletins consist of four pages each, and give full details on operation, construction and application of the units for shipping, receiving and transferring. They conform to I. C. C. specifications for accurate and rapid weighing of all free-flowing grains, such as wheat, soybeans, corn, flaxseed, oats, barley, etc.

Also included in each bulletin is a dimensional elevation drawing of the scale, plus valuable data on capacities, service and available accessories.

## THEY'VE BOTH SHRUNK!

By MACKENZIE



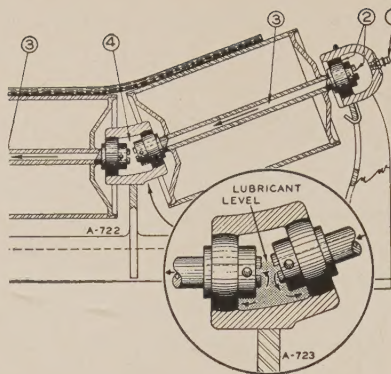


## BALL BEARING BELT CONVEYOR CARRIER

SealMaster Ball Bearing Belt Conveyor Carriers, manufactured by Stephens-Adamson Mfg. Co., Aurora, Ill., combine many important design and construction features in a single unit, including strength, lightweight construction, low power requirement, minimum maintenance, one-shot low pressure lubrication, interchangeable parts, no tools or adjustments required. SealMaster ball bearing belt idlers with live shaft rollers set a new standard for economical belt conveyor operation.

They feature rigid, one-piece, welded steel frames, which are designed to tilt in the direction of the belt travel and keep belt centered without need for guide rollers. An inverted angle base and specially designed end brackets shed material and keep rollers free.

Removable rollers and bearing housings are quickly and easily replaced, or interchanged, without tools. Six permanently sealed, self-aligning SealMaster ball bearing units, independent of their hous-



(1) Lubricant enters outer bearing-housing, (2) lubricates bearing unit and overflows through hollow roller-shaft, (3) flows through shaft to next bearing-housing, and (4) lubricates both bearing units and overflows through the next hollow roller-shaft—until all bearing-housings have been supplied.

ings, are arranged for one-shot, low pressure lubrication from either side of the carrier. Smooth running SealMaster ball bearings and hollow live shafts turning with rollers reduce friction and power requirement and prolong useful life of carrier. Standardized parts and simplified design reduce maintenance to a minimum and no adjustments are required. Welded construction has eliminated all bolts.

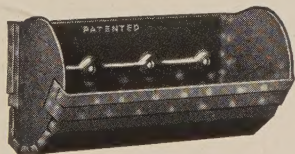
## RESTRICT GOVERNMENT GRAIN STORAGE POWERS

The House banking and currency committee has reported out H.R. 2682, amending the charter of the Commodity Credit Corporation.

An amendment by Representative Paul Brown of Georgia provides that the secretary of agriculture shall not acquire storage facilities unless he finds that private trade facilities are insufficient or inadequate.

The clause in the charter governing specific powers requiring the C.C.C. to use the channels of private trade has been inserted also in the part devoted to general power, in an amendment by Representative Brown.

Rep. Brown had an amendment inserted in the charter which provides that the corporation can exchange agricultural surplus with other nations for strategic materials. The Brown amendment sets up methods whereby CCC can be reimbursed for strategic materials it accumulates.



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SUPERIOR ELEVATOR CUPS  
ARE  
MADE STRONGER  
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HAVE  
GREATER CAPACITY**

and will operate more efficiently at less cost than other elevator cups.

**"DP" - "OK" - "CC" - "V"**

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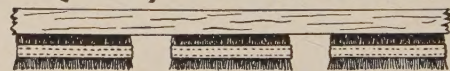
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MOLINE ILLINOIS**

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We can furnish separator brushes for any machine.

### ← The STAR Warehouse Push Broom

This is the broom that is used by most large terminal elevators for sweeping grain out of box cars.

**Brushes for Every Commercial and Industrial Use**

**FLOUR CITY BRUSH CO., Minneapolis 15, Minn.**

**SWEET POTATO PLANTS—NANCY HALLS—PORTO RICOS.** Send no money, pay when received. May Prices: 300 - \$1.25, 500 - \$1.75, 1000 - \$3.00, 5000 - \$13.50. June Prices: 300 - \$1.00, 500 - \$1.50, 1000 - \$2.50, 5000 - \$11.50. Send order to—

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**WANTED — Corn Flakes (Breakfast Food) Cereal Miller.** Fully experienced, for 2 years or longer employment in mill at Capetown, South Africa. Travel expenses paid and attractive salary. Write immediately to J. Frenkel, % J. Appelbaum, 76-66 Austin St., Forest Hills, Queens, N.Y.

### CEREAL PLANTS

Both the Kellogg Company and the Post Products Div. of General Foods, Inc., are reported to plan cereal plants in South Africa.

## MACHINERY and SUPPLIES

**ELEVATORS  
FOR PROCESSING PLANTS  
MILLS**

**J. C. KINTZ CO.**

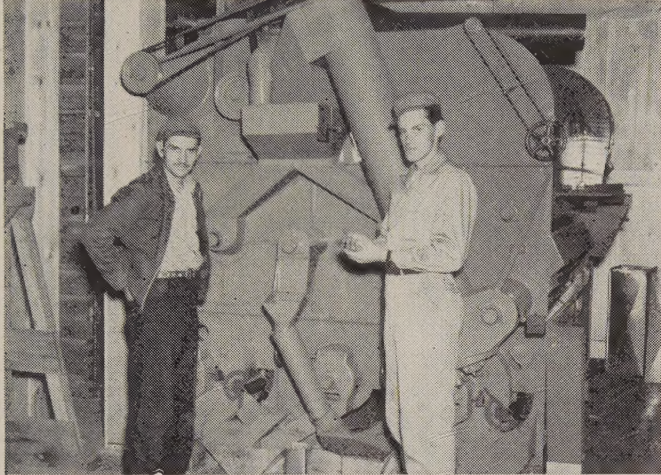
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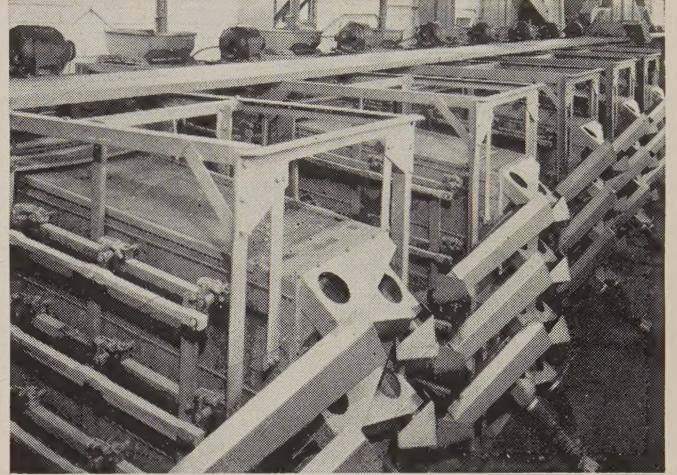




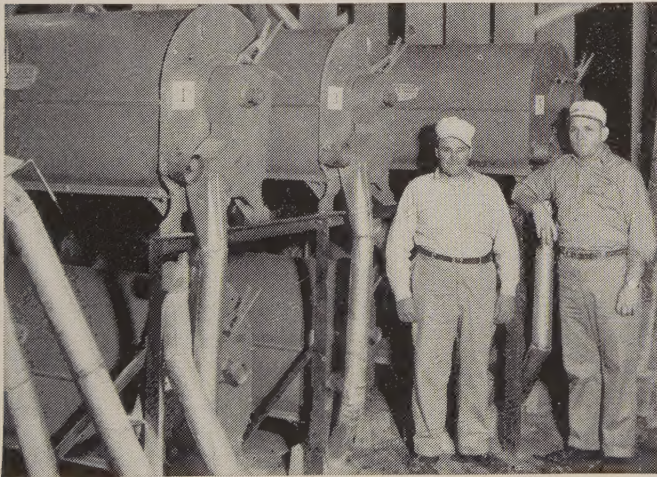
# "Who bought SUPERIOR grain cleaning equipment during 1948?"



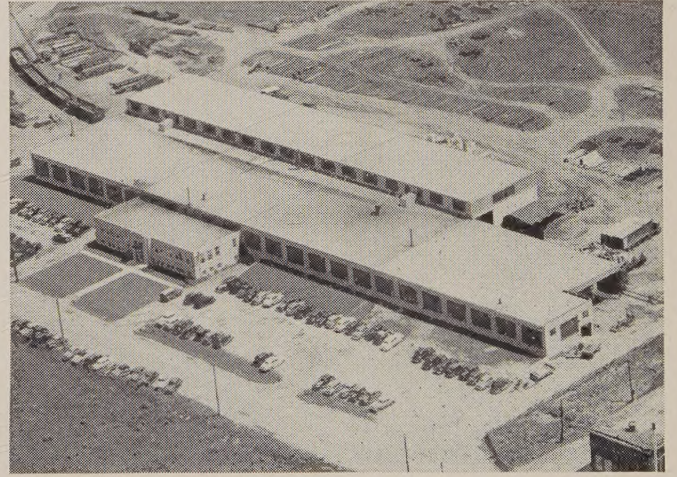
**103 COUNTRY ELEVATORS**, including the Elbow Lake Co-op. Grain Co. of Elbow Lake, Minnesota. Says Edgar R. Beyer, manager, "The prompt and efficient service we received on the installation of our new Country General 7 was excellent . . . one of the best to be found. We are proud of our machine, and know it will handle the tough cleaning jobs." Count on Superior for accuracy, dependability and real service!



**85 HYBRID CORN PLANTS**, including the world's largest, Garst and Thomas Hybrid Corn Co., Coon Rapids, Iowa. Says Leo A. Schneider, plant superintendent, "In order to secure increased capacity we recently conducted a series of grading machine tests on sizing, accuracy, grading rates, capacity and trouble free operations. After an analysis of these tests we selected Superior Rock-it Graders for our corn grading operations."




**34 MILLS**, including the National Oats Co. mill at Cedar Rapids, Iowa. A. S. Vermeersch, secretary, says, "The Superior C 56 Length Graders are doing an excellent job for us. In our business we have to have precise, accurate separations. Superior Machines give us this." Yes, Superior machines are tops for micro-accurate performance, operate at high speeds with remarkable precision through runs of millions of bushels.



**209 TERMINAL ELEVATORS**, Malt Houses, Feed Plants, Seed Houses, and other plants which have learned to trust Superior's 18 years of experience in producing fine machines for the cleaning, grading, scalping and aspirating of grains and seeds. Constant mechanical and design improvements keep Superior equipment ahead of the field. You know you can count on dependable, low-cost, long-life service when the name plate says, "Superior."

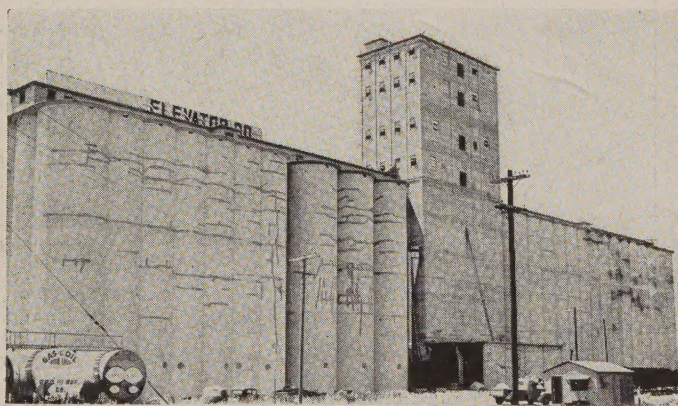
## SEE SUPERIOR FIRST

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- for complete flexibility
- for dependable service

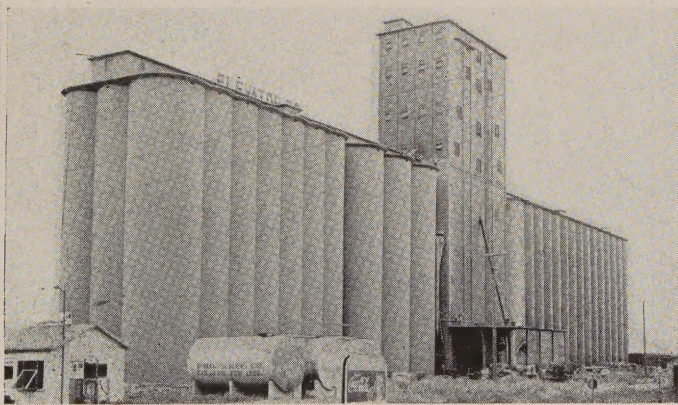
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